Members Guide to EU-CORD v8

“A cord of three strands is not quickly broken” (Ecclesiastes 4:12)

Long-term Goal
Through mutual cooperation to make a more significant and recognisable contribution towards humanitarian action, sustainable development, peaceful communities and global justice.
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Introduction

The Members Guide is a publication for EU-CORD members which articulates how we have agreed to work together. It includes an explanation on the different work structures, governance, accountability, voting and interaction with other networks.

This version was formally adopted in by the General Assembly on 6 November 2019. EU-CORD is a member-led network with the actions of the network formulated and implemented by its members facilitated by a Brussels-based Secretariat.

Being member-led the value of the network aims to link people together, developing trusting relationships. But this relies on:

- Voluntary participation and commitment of members
- The input of resources by members for the benefit of all

The diagram on the rights shows some of the roles and function that the network provides.

A Network has
- A common purpose derived from the shared perceived need for action
- Clear objectives and focus
- A non-hierarchical structure

A Network encourages
- Voluntary participation and commitment
- The input of resources by members for the benefit of all

The Network provides
- The benefit derived from participation and linking

The Network undertakes
- To facilitate shared space for exchange, learning, development, capacity building
- Acts for change where none of the members can achieve it alone (advocacy, lobbying)
- Includes a range of stakeholders – diversity and broad reach
- Builds community by promoting, sustaining the values and standards of the members

Guiding principles and values
- Collaborative action – activities together
- Respect for diversity – this gives the network its dynamic creative quality
• Enabling marginalised voices to be heard—everyone has something to contribute
• Acknowledgement of power differences and commitment to equality.

Our Story
In a complex and crowded world, EU-CORD creates space. Space to mutually explore opportunities of various kinds for its members and a space which fosters connection, collaboration, learning and sharing.

The network was conceived in 1997 by a group of Christian organisations who believed that by working together we could accomplish more.

Still growing, today, we are 24 non-governmental organisations inspired by Christian values from 12 European countries engaged in humanitarian, development, peace and justice concerns.

  We advocate for social, economic and environmental justice before policymakers, donors, and host governments. We work with other networks to amplify the voices of our members and partners in policy and professional forums, before lawmakers and donors, and other influencers.

  We mobilise financial and human resources for our members so they and their partners can implement concrete actions. We help members find and apply for project funding, and we match partners with like-minded network members for joint projects, we assist with human resources and recruitment, and share information on project funding trends and opportunities.

  We help improve the capacity of our members and partners with training and ideas for best practice. EU-CORD is the venue for sharing knowledge, experience, and innovative methods to benefit our members, partners, and ultimately grassroots communities.

Guiding Statements

Final Objective

**Christian organisations collaborating for a transformed, just and equal world**

Long-term Goal

**Through mutual cooperation to make a more significant and recognisable contribution towards humanitarian action, sustainable development, peaceful communities and global justice**

Core Values

The network is defined by the quality of its relationships and the degree to which Members co-operate, helping each other to establish good practice and quality in all areas of work. This goal will be achieved in a spirit of **servant-hood**, strengthening and supporting each other while respecting each agency’s
specific identity. The network is committed to working according to Christian ethics as well as promoting integrity, accountability and a professional standard of work that remains rooted in compassion. The network is inclusive in its approach and we stand alongside those who campaign for social, economic and environmental justice.

Outcomes
1. Practice and capacity is improved through knowledge sharing, mutual learning and joint innovation
2. Through collaboration, we have mobilised human, financial and network resources for joint initiatives
3. We live out and advocate for social, economic and environmental justice

Strategic Approach
The network aims for a strategic approach which gives a clear sense of direction but which is flexible enough to maintain dynamism and relevance.

In 2017 we adopted a Theory of Change (ToC) which is the narrative heart of what we want to achieve in the long-term. This long-term vision is then broken down into short-term goals, actions and indicators in the Strategic Plan.

Working Structures
The various member-owned working structures hold most of the responsibility for the achievement of the outcomes presented in the Strategic Plan. The Secretariat works with these structures to ensure that their day-to-day work is aligned to the ToC and Strategic Plan.

The working structures include the General Assembly; Administrative Council; Advocacy Leadership Group; Communities of Practice and Task Groups. NB: these are subject to change.
Network Chart

Communities of Practice
Forming a Community of Practice

Community of Practice (CoP) groups are composed of EU-CORD members who volunteer to work together to carry out tasks relating to a particular theme or project held within EU-CORDs strategy and theory of change. These groups are accountable to the General Assembly for the delivery of work objectives. Anyone within the membership can propose to form a new community of practice. For a group to form, the following minimum criteria must be met:

- At least 5 people from within the membership for whom the purpose and activities of the CoP are relevant for their day-to-day work in their own organisation and who see value for their own work objectives
- At least 2 people who are willing to participate in the steering group
- A Terms of Reference for the group including;
  o Premise & strategy link
  o Purpose
  o Expected Outcomes
  o Indicative Work-plan
  o Steering Committee Members
  o Founding Members
  o Ways of working
  o Secretariat support needed
  o Budget
- **Indicative workplan**

Approval for the establishment of a new Community of Practice will be given by the Administrative Council.

**Re-focusing Existing Groups**
Existing groups can re-orientate their work or amalgamate with other groups by revising their Terms of Reference. The Secretariat can approve minor revisions but substantial changes would require Admin Council approval.

**Closing Existing Groups**
If the rationale for the group no longer exists or if the minimum criteria for the CoP are not being met then the group may need to close. In this case, the ToR should be updated by the steering group with the rationale. The Administrative Council are responsible for approving the closing of any existing groups.

### Community of Practice & Task Groups

<table>
<thead>
<tr>
<th>Group</th>
<th>Purpose</th>
<th>Operational Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community of Practice</strong></td>
<td>Brings together people with the interest and expertise to share learning; collaborate; offer mutual support;</td>
<td>- Steering group (minimum 2 persons)</td>
</tr>
<tr>
<td><strong>Currently</strong></td>
<td></td>
<td>o Liaises with the Secretariat</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Reviews alignment with the network vision and strategic plan</td>
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<tr>
<td></td>
<td></td>
<td>o Develops the group ToR</td>
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<tr>
<td></td>
<td></td>
<td>o Develops the annual workplan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Has oversight for any taskgroups</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Is responsible for work continuity and implementation of the workplan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Quality approval/sign-off on outputs/policy asks etc.,</td>
</tr>
<tr>
<td><strong>Collaborations for Resourcing</strong></td>
<td></td>
<td>- Minimum of 5 members to form a group</td>
</tr>
<tr>
<td><strong>Humanitarian Practice</strong></td>
<td></td>
<td>The group self-defines its ways of working in the terms of reference.</td>
</tr>
<tr>
<td><strong>Constituency Engagement</strong></td>
<td></td>
<td>-</td>
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<tr>
<td><strong>Advocacy Forum</strong></td>
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<td>-</td>
</tr>
</tbody>
</table>

### Task Group
Time bound group set up for a limited period of time to achieve a specific objective(s) set by a Community of Practice (and responsible to a community of practice) - Owner(s) – oversees the design and implementation of the project plan, chairs meetings & liaises with task group members -

### EU-CORD Advocacy
We see the added value of advocacy in the network where we are:

- Challenging each other to understand the impact that political, economic as well as social and environmental processes have on humanitarian and development actions.
• Understanding and communicating a Christian perspective of justice.
• Building relationships between organisations who have similar advocacy goals
• Being able to coordinate collective advocacy activities with the help of the advocacy task groups.
• Responding quickly to short-term urgent advocacy requests.
• Bringing the added weight to position and advocacy initiatives of Members when this is requested.

**Advocacy Steering Group**

The advocacy steering group works with the Secretariat to give added expertise to the networks’ advocacy priorities and approach. Ideally, the composition of the group represents EU-CORD’s advocacy priorities at network level and the different themes covered by the task groups.

**Advocacy Sign-Off Process**

Many advocacy actions require the development of position, statements, campaign materials or letters which bear the EU-CORD name or which we ‘speak into’ in the name of the network. We also receive requests from other organisations to join with their positions which we can support even if it is not an issue where we have given input. To manage this, it is good practice to have a sign-off procedure.

Each advocacy piece has a strategy. The plan includes the key messages, priorities and areas of concern for the network. The strategy forms the basis for agreeing on sign-off and sign-on procedures.

- Positions can be distributed in a variety of formats such as publications, letter, visual/audio media and social media.
- When a consultation is sought in the network, a ‘silence means consent’ principle is in use.

**Sign-off for Advocacy Priorities**

<table>
<thead>
<tr>
<th>Type of document</th>
<th>Responsible</th>
<th>Sign-on Procedure</th>
<th>Logo/branding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advocacy statements linked to our identified areas</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| EU-CORD position to be sent to advocacy targets. May also be publicised. | Member(s) | - Task Group  
- Approval by Advocacy Coordinator  
- Shared with Admin Council steering group  
- Sign-off by EU-CORD Director | EU-CORD |
| **Sign on to other organisations’ positions or joint positions which are aligned with our identified areas** |
| Public position to which EU-CORD has contributed: produced with other organisations working on the same issue | Collaborator (e.g. secretariat, EU-CORD working group) | Depending on the nature of the collaboration:  
- Sign-off by the lead agency or network.  
- Sign-off by the EU-CORD representative | Co-branding and/or branding of an affiliated network |
| Public position EU-CORD working group has not contributed to, but which is similar to EU-CORD’s position | Not applicable | - Task group’s approval procedure  
- Approved by Advocacy Officer  
- Sign-off by EU-CORD Director | |
### Sign on to positions which are outside our identified areas

| Public position on a topic outside of our normal advocacy areas produced by another organisation | Secretariat | - Shared with Admin Council & steering group  
- Approved by Advocacy Coordinator  
- Sign-off by Director | Co-branding or branding of an affiliated network |
|---|---|---|---|
| Public position based on positions of individual interested members | Members interested in the issue | - Approval by the steering group  
If the timeframe for approval of document is short, sign-up by individual organisations can be considered instead, in which case the EU-CORD logo would not be used. | EU-CORD / individual members |

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**Member Engagement**

**Secretariat and Member Roles**

**Role of the Secretariat**

The internal-facing function of the Secretariat is to work with members as a facilitator of the governance and working structures to help the membership to meet their desired goals. At the request of the working structures, and in agreement with the Admin Council, the Secretariat also work on specific content-based work. Externally the Secretariat represents and develops the profile of the network. The Secretariat defines their work agenda on an annual basis.

**Role of Members**

Members contribute and approve the strategic plan for the network. With a plan agreed, members are then accountable to each other for its implementation. Members should see where there is strategic overlap with their individual goals and then ensure that their organisations are represented and contributing to the relevant working structures.
The pyramid of engagement is a useful framework to describe different types of member engagement.

**Leading:** takes on a convening role; group leader or chair

**Owning:** invests in the group’s mission and success; is responsive and participates in group discussions; contributes to the shared space; takes the initiative to move things forward

**Contributing:** provides content; responsive to member requests, attend network events or meetings

**Endorsing:** a community of practice member (Sharepoint/Planner) but not visibly active in the group

**Following:** has created an EU-CORD profile on Mailchimp and receives general communications

**Observing:** social media and website contacts

Monitoring member engagement is part of our accountability framework.

**Description of role terminology**
We use the following terms to describe some of the core roles and expectations.
Steering Group (key Member(s) role)

- Brings people together (convening power, encourages participation)
- Creates meaning for the event (helps to set the agenda)
- Leads the meeting (Chair)
- Sees that the goals are achieved
- Ensures that actions and projects are followed up
- Leads on a specific piece of work or task

Facilitator (key Secretariat role)

- Guides the conversation (but is not an expert)
- Focuses on how people engage (before, during and after the meeting)
- Helps the group to achieve what they intend to do
- Ensures democratic decision making
- Maintains coherence of approach across the network

Host (Member or Secretariat)

- Provides the meeting venue
- Provides refreshments
- Helps to shape meeting content
- Assists with logistics/administration

Participant (key Members role)

- Comes prepared to participate in the meeting
- Work on discrete tasks outside of the meeting

Principles of Conduct

Members, staff and volunteers agree to follow certain principles as it relates to the operational and reputational risk of the network especially as it relates to representing the network, information sharing and use of social media.

Representation: when the staff of members work directly or indirectly on behalf of the network they bear a responsibility to act as ambassadors for the network and their general conduct should be in line with the network values and the standards expected by their own organisation.
**Information sharing:** EU-CORD is known for its openness and the degree to which members are willing to share information. As a general principle, information shared within the network is for use by network members only unless that document is publicly available. If in doubt, please check with the relevant organisation before sharing.

**Social media:** Please act responsibly. Even if you act with the best intentions, you must remember that anything you put out there about EU-CORD can potentially harm the network.

**Accessibility**
We want to be as inclusive as possible in everything that we do, and this is a learning process. Please let the Secretariat know what we can do to ensure participation of all our members in meetings, online spaces and conversations.

**Accountability Framework**
We are mutually accountable for the achievement of our common goals.

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**Planning**
The working structures prepare their work-plans on an annual basis in line with the strategic plan, aspirations and commitment of the working group. The General Assembly, Admin Council and Secretariat go through a similar process. The Secretariat works with the working structures to finalise the plans and highlights to the Admin Council where there are any gaps against the Strategic Plan. All work-plans are shared with the General Assembly. The Admin Council reviews and approves the Secretariat’s work-plan. These should be prepared before the Admin Council January meeting.

**Implementation**
During implementation, the Secretariat with the working structure track progress.

**Reporting**
For the May and October General Assemblies, the working structures report to the General Assembly against their work-plans.

It might also be appropriate for some working groups to present verbal reports to the General Assembly.

At the close of the year, the Secretariat will prepare a written report against the Strategic Plan.
Every 2-3 years the network conducts its Network Satisfaction Survey which focuses on issues of relevance, effectiveness, efficiency and use of resources.

**Internal Communications**

The goal is to have a communication framework which encourages the working structures to work independently of the secretariat. EU-CORD uses the Microsoft platform Office365 and the Sharepoint/Planner facility to manage this. To access these spaces, you must first subscribe to the primary mailing list and then identify the specific groups to which you want to belong. We use the MailChimp platform as the primary list manager. You can create your profile by completing this form: [http://eepurl.com/cwTK0X](http://eepurl.com/cwTK0X). If you wish to update your profile, find a copy of the Member Update and click on the ‘update profile’ link at the bottom of that document.

- Everyone who creates a profile will receive the Member Update, the Advocacy Update and notification of meeting invitations & events for all working structures. E-mail traffic is light.
- Some structures also make use of WhatsApp groups for quick conversations.

**Governance Structure**

**The General Assembly**

The network has a General Assembly (GA) composed of all member agencies, which has the broadest powers to enable the network to achieve its goals.

**Representation**

Individual members are represented by its CEO or senior director. It is also strongly encouraged for the CEO to be accompanied by additional staff members to extend the reach of partnerships and knowledge about the network. In recent years the GA has been predominantly male and members are encouraged to actively identify female staff members to participate at this level in the network.
Frequency
Two General Assemblies are held each year in the spring and autumn to facilitate information sharing and relationship building. Meetings typically take place over 2-days.

Format
The first day of the Assembly is usually given to the programme and seminar sessions. This is the space for sharing ideas, innovations, exploring new themes/topics harnessing the experience of the network. As the GA is hosted by different member organisations, it is also an opportunity for those organisations to present themselves/the network to a wider audience.

The governance session is typically held on the morning of the 2nd day. Here, the General Assembly is responsible to approve the budget and the annual accounts, work-plans, strategic plan, votes for Admin Council members and voting on new members.

Voting Regulations
The General Assembly may only validly deliberate if one-half of the voting Members are present or represented. Only members have the right to vote, each Member having one vote. All resolutions shall be adopted by a simple majority of the votes cast by the GA with the Chair having the casting vote in case of a tie vote. Voting on admitting new members requires a 2/3 majority of the quorum.

By Proxy
In case a member is not represented at the General Assembly it is possible to vote by proxy. In this case, the proxy form must be shared with the Secretariat in advance of the Governance session.

General Assembly
Unless specified, voting is by a show of hands (public vote). Members reserve the right to request a vote by secret ballot.

Proposed voting procedures will be determined by the AC and clearly indicated in the meeting agenda.

Electronic Voting
To facilitate decision making between meetings an electronic voting system can be used.

The Secretariat maintains a record the person in each organisation who has the voting rights. This will be verified at the physical meeting of the General Assembly. Unless there is an exceptional need, the eVOTE procedure will only be used when authorised at a physical meeting of the General Assembly. Normally, there will be a time limit of 2-weeks for the response to be registered. During the voting period, members will be able to raise questions and clarifications before their vote is cast.

The Administrative Council (AC)

Election Process

Pre-Work
- The Secretariat and Administrative Council update the Admin Council Prospectus for the forthcoming election round.
• The process is managed by a nominations committee who are formed from the General Assembly and/or which can comprise of serving Admin Council members who are not up for renewal.

**Renewal of Admin Council Positions**
A vote at the General Assembly is not required.

1) The Nomination Committee confirms that the AC member is willing to have their position renewed for a further 3-year term.
2) If the AC member is positive, this is communicated to the General Assembly via the Admin Council Prospectus
3) If a member of the General Assembly does not agree that a term should be renewed, the Nomination Committee should be informed by an agreed deadline.
4) Confirmation of renewal is announced at the General Assembly.

**New Admin Council Positions**
A vote is required by the General Assembly

1) Based on the needs identified in the prospectus, the Nomination Committee can launch an open call amongst the membership and/or directly approach persons for nomination.
2) Candidates confirm willingness to stand on submission of a letter of motivation
3) Admin Council reviews the list to assess whether the range of candidates fulfils the ‘composition requirements.’ The AC may request the Nomination Committee to identify additional candidates with specific competencies.
4) The list of nominees, statement of motivation and information on AC renewals is shared with the General Assembly
5) Nominees have the opportunity to present themselves at the General Assembly prior to the vote taking place

**Mandate**
The General Assembly elects an Administrative Council (AC) whose role resembles a Board. Three to eight members are elected for a three-year term of office. The AC elects a Chair, Treasurer and Vice-Chair from its number. The Chair, Vice-Chair and Treasurer, constitute the ‘officer’s’. The Chair is also responsible for chairing the General Assembly meetings. The Administrative Council implements the decisions of the General Assembly between meetings.

According to the statues, the Administrative Council shall consist of at least three (3) members and a maximum of 8 (eight) members.

A person is appointed for a period of three (3) years, which term may be renewed consecutively for an additional three (3) years (i.e. a maximum consecutive term of 6-years). There should be a gap of three years before a person is eligible again.

Members of the Administrative Council may be dismissed by a two-thirds (2/3) majority vote of the General Assembly represented at a meeting in which such a decision is taken.

The Admin Council is drawn from the General Assembly and is generally comprised of persons who hold the CEO position in their respective organisations and/or are persons who hold senior management
positions. Flexibility can be allowed if there is specific expertise or gender consideration needed on the Admin Council. In any case, all candidates for the Admin Council must be able to show that they have been participating in the network at the level of the General Assembly.

The Admin Council should be balanced in terms of gender; sector experience—humanitarian, development, peacebuilding, advocacy; a geographic spread of membership; and organisational size (small, medium, large).

To facilitate succession planning, the broader General Assembly should also actively identify and invest in potential leaders, giving them opportunities to develop the necessary perspectives and skills to assume future leadership positions.

**Knowledge, Skills and Expertise**

The Admin Council has adopted the Deloitte Board Skills Matrix as a means of identifying the competencies and skills desired by the Admin Council as a whole to fulfil its role and in light of the networks strategic plan. The matrix should be reviewed when individuals join the AC and/or when specific roles within the AC need to be determined. This tool can also be used to assist the AC with succession planning.

In addition, the implementation of the strategic framework requires competencies in:

<table>
<thead>
<tr>
<th>Financial literacy</th>
<th>Communications</th>
<th>Technology/IT</th>
<th>Sustainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>Organisational</td>
<td>Membership</td>
<td>Development</td>
</tr>
<tr>
<td>Leadership</td>
<td>Management</td>
<td>Engagement</td>
<td>Rights-based approaches</td>
</tr>
<tr>
<td>Legal</td>
<td>Risk Management</td>
<td>Knowledge of EU</td>
<td>Disability inclusion</td>
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<tr>
<td></td>
<td>Strategic Planning</td>
<td>Institution (policy,</td>
<td>Gender</td>
</tr>
<tr>
<td></td>
<td></td>
<td>process)</td>
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**Meetings**

The AC typically holds four face-to-face meetings per year. In recent years this has included a full day in January, July and ½ day meetings the day before the General Assembly. Other virtual meetings are convened as required. If the AC member has a specific function or takes part in a particular piece of work, then there will be additional time requirements linked to the role.

Decisions of the AC are recorded in the minutes of the meeting.

**Financial Commitment**

AC members are normally responsible for participation costs in face-to-face meetings. There is a budget to cover the costs of meeting itself. Cost, however, should not be a barrier to participation and additional support can be considered on a case-by-case basis with the Chairperson and Board Treasurer.

**Priorities and Work Plan**

The work of the Board is guided by the networks strategic plan and actions identified in the Risk Framework.

The Chairperson in consultation with the CEO and Admin Council members prepares a project list outlining the AC’s annual strategic priorities and specific projects.
Admin Council Performance
The AC will conduct a formal self-assessment of its performance and every two years following the autumn General Assembly.

1. Is the board satisfied that it has adequately discharged its responsibilities as set out in its mandate?
2. What suggestions do board members, management and others have that would enable the board to improve operating efficiency and effectiveness?

Communication
Decisions and outcomes from Admin Council meetings will be communicated verbally by the Chair as a standing item at the General Assembly.

Stepping Down
If a member of the AC wishes to step down from the AC before the end of their mandate this should be communicated to the AC at least 6-months in advance to facilitate an orderly handover and election process. In the case where this person is also the Chair, 12 months advance notice is appreciated:

1. The normal process for AC elections is followed for the appropriate General Assembly
2. The AC Prospectus will make it clear if there are gaps in terms of AC positions to be filled at the first post-election AC meeting (in case that the position cannot be filled by an existing AC member)

If the person is stepping down from one of these formal roles but wishes to remain on the AC, then a notification period of 6-months is requested for the AC to fill the position and to ensure a smooth handover.

Roles and Responsibilities
The Admin Council currently support the following roles and responsibilities. This is subject to change depending on AC composition and experience.

<table>
<thead>
<tr>
<th>Roles</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>All board members</td>
<td>Working according to the values of the network to fulfil its vision and goal</td>
</tr>
<tr>
<td></td>
<td>Understand and fulfil legal obligations as an AC member in accordance with statutes and Members Guide</td>
</tr>
<tr>
<td></td>
<td>Set and work on Board priorities</td>
</tr>
<tr>
<td></td>
<td>Available, in terms of time, to attend meetings and help carry the business of the AC</td>
</tr>
<tr>
<td></td>
<td>Giving of expertise</td>
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<tr>
<td></td>
<td>Cognizant of the operating environment and its risks</td>
</tr>
<tr>
<td></td>
<td>Supporting the Secretariat on matters arising</td>
</tr>
<tr>
<td></td>
<td>Review the performance and progress of the network towards priorities/results</td>
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<td></td>
<td>Accountability towards the General Assembly</td>
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<tr>
<td></td>
<td>Input to the AC meeting agenda</td>
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<td></td>
<td>Input to General Assembly Agenda and facilitation role during the assembly</td>
</tr>
<tr>
<td>Chairperson</td>
<td>Convey the AC’s vision to the Secretariat and the General Assembly</td>
</tr>
<tr>
<td>Roles</td>
<td>Responsibilities</td>
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<tr>
<td></td>
<td>Convening meetings and ensuring that information needs are met</td>
</tr>
<tr>
<td></td>
<td>Approve Board priorities and specific responsibilities</td>
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<tr>
<td></td>
<td>Setting the agenda, with the Director</td>
</tr>
<tr>
<td></td>
<td>Reporting to the General Assembly (decisions taken, AC priorities etc.,)</td>
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<tr>
<td></td>
<td>On-boarding of AC members</td>
</tr>
<tr>
<td></td>
<td>Monitoring of AC performance, skills and competencies</td>
</tr>
<tr>
<td>Vice-Chair</td>
<td>Personnel support to the Secretariat</td>
</tr>
<tr>
<td></td>
<td>Convening meetings in the absence of the Chairperson</td>
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<tr>
<td></td>
<td>Ensure that Secretariat priorities are in line with AC and network priorities</td>
</tr>
<tr>
<td></td>
<td>Define the Director’s responsibilities, performance monitoring and remuneration</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Approval of Membership Subscriptions</td>
</tr>
<tr>
<td></td>
<td>Presentation of Annual Budget and Accounts</td>
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<td></td>
<td>Support the Vice-Chair in HR responsibilities</td>
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<td></td>
<td>Monitoring of the risk management framework</td>
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<tr>
<td>Advocacy</td>
<td>Liaison with the Advocacy Officer &amp; Advocacy Leadership Group on priorities and direction of advocacy work</td>
</tr>
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<td></td>
<td>Liaison with EU-CORD members to ensure that their needs are being met in terms of advocacy actions</td>
</tr>
<tr>
<td>Membership Growth &amp; Development</td>
<td>Lead the Membership Task Force: screening and opinion to the Administrative Council on applicants</td>
</tr>
<tr>
<td>Director/management</td>
<td>Acts as the Secretary of the Administrative Council</td>
</tr>
<tr>
<td></td>
<td>Executes the work of the Admin Council</td>
</tr>
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<td></td>
<td>Support the Chairperson in convening meetings</td>
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<td></td>
<td>Produce information required in a timely and meaningful way to support the Board agenda</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current AC Members</th>
<th>Role</th>
<th>Member</th>
<th>Appointed / Renewed</th>
<th>Ends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharan Kelly</td>
<td>Chair</td>
<td>Tearfund Ireland</td>
<td>May 2014</td>
<td>May 2020</td>
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<td>May 2017</td>
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<tr>
<td>Peter Drummond-Smith</td>
<td>Treasurer</td>
<td>Mission East</td>
<td>May 2014</td>
<td>May 2020</td>
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<td>May 2017</td>
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<tr>
<td>Leo Visser</td>
<td>Advocacy</td>
<td>Dorcas</td>
<td>May 2014</td>
<td>May 2020</td>
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<td>May 2017</td>
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<tr>
<td>Chris Lukkien</td>
<td>Vice Chair</td>
<td>ZOA</td>
<td>May 2017</td>
<td>May 2020</td>
</tr>
<tr>
<td>Helena Holj</td>
<td></td>
<td>Lakarmissionen</td>
<td>October 2018</td>
<td>October 2021</td>
</tr>
<tr>
<td>Andy Pask</td>
<td></td>
<td>Cord</td>
<td>April 2019</td>
<td>April 2022</td>
</tr>
</tbody>
</table>

| Conflict Resolution               | 1. When there are disagreements between members organisations of EU-CORD who:                                                                 |
|                                    | • Cannot resolve them satisfactorily even after mutual consideration between the two organisations                                          |
|                                    | • Can show that their complaint is related to EU-CORD’s work activities and objectives                                                         |
|                                    | • Agree to binding arbitration and submit a request to the Administrative Council                                                              |
2. The following procedure is followed if there is a decision to take to arbitration.

The AC assembles an Arbitration Committee consisting of three AC members, none of whom are formed an agency involved in the complaint. If this is not possible, an independent external person is invited to participate with the agreement of both parties to the complaint.

   a. The Arbitration Committee hears separately the representatives of each of the involved parties
   b. The Arbitration Committee reaches a verdict within four weeks. This substantiated decision is conveyed to the involved parties and to the full EU-CORD Administrative Council
   c. The parties involved are given two weeks to submit a plea if they can give well-founded reasons why they disagree with the verdict
   d. The Arbitration Committee weighs up the verdict taking into account the objections and reaches their final verdict
   e. The result of the verdict is accepted by the parties involved as binding

**Membership**

The network should have the right mix of skills and abilities amongst its members to achieve its goals. On an annual basis, we will review the current membership balance, and based on the network strategy determine whether or not new members need to be identified. New members should enhance the quality and depth of the network, and maintain a good balance of humanitarian, development and specialist agencies.

**Membership Options**

There are three options for participating in the network: Member, Associate Member and Observer.

- The standard membership option is that of **Member** this is an organisation that fulfils the membership criteria and is subsequently approved by the General Assembly.

- An **Associate Member** is an organisation that shares a similar mission and vision and adopts similar strategies as Members but does not strictly meet the criteria to become a Full Member.

Associate Members, have equal status to Full Members, but have no General Assembly voting rights and are not electable into the AC. The Associate Membership fee is equal to the Full Membership fee. Associate Members have access to the General Assembly as well as to all thematic working groups and other meetings, except the AC.

- An **Observer** is an organisation that has a different mission and vision and core business as Full Members but has valuable contributions to make to the mission, vision and strategies of the network’s members.

The Observer status is valid for three years after which it can be extended by other periods of three years. An Observer pays a fee of €2,000 per year. Observers have access to the General Assembly and working groups directly linked to their added value. Observers have no voting rights and are not electable into any formal or representative position on any level.
<table>
<thead>
<tr>
<th>Type</th>
<th>Fee</th>
<th>Governance</th>
<th>Membership Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
<td>Normal Fee</td>
<td>Full voting rights</td>
<td>Full access to working structures</td>
</tr>
<tr>
<td>Associate Member</td>
<td>Normal Fee</td>
<td>No voting rights</td>
<td>Access to working structures (but not the Admin Council)</td>
</tr>
<tr>
<td>Observer</td>
<td>€2,000 per year</td>
<td>No voting rights</td>
<td>Limited access to working structures</td>
</tr>
</tbody>
</table>

**Membership Process**

It is the responsibility of all Members and specifically the **Membership Task Force** to grow network membership in line with the growth strategy. The process for bringing new organisations into the network is as follows:

**Step 1 – application**

- Prospective members (full, associative, observers) are invited to complete the application form which enables the organisation to assess themselves against our membership criteria.
- The Membership Taskforce (Director, 2 AC members + 1 member) carry out initial screening of the application form to highlight any potential issues with the application and to agree on next steps\(^1\).

**Step 2 – initial visit**

- If there are no serious issues, the Director (or another member of the taskforce) visits the applicant to more fully present EU-CORD and to gain a better understanding of the applicant.
- Following this meeting, the Membership Taskforce makes a next-steps recommendation to the Admin Council.

**Step 3 – presentation**

- If the decision is to go ahead, the applicant makes a formal presentation to the Membership Taskforce either in-person or virtually.

**Step 4 – decision point**

- The Membership Taskforce present recommendations to the Admin Council (e.g. to accept as a member, associate, observer) with or without qualifications. The Admin Council agree on a position to be proposed to the General Assembly.

**Step 5 – General Assembly vote**

- The Membership votes whether or not to accept the position either at a General Assembly or by electronic vote. If positive,
- The applicant is accepted as a member (or associate or observer) in the network and presents themselves in that capacity at the next General Assembly.

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\(^1\) At this point a reason not to continue with the process may be due to the associate/observer status exceeding the balance of the 1/3 – 2/3 criteria.
Guiding statements and criteria Observer/Associate Member

Where an organisation does not meet the full criteria for membership then associate or observer status can be given where:

- The applicant is willing to contribute recognisable added value to the network through its own core competencies.
- The applicant is willing to share knowledge and can contribute to the learning agenda of the network members.
- The applicant is accountable and transparent in working with partners, staff and other stakeholders.
- The applicant is manifesting quality and integrity to ensure the reputation and the brand of the network.
- The applicant is capable and shows a willingness to engage in cooperative structures with other EU-CORD members.
- The General Assembly decides about the admittance to the status of Observer / Associate Membership of the applicant.

Criteria for Membership

1. Independent Christian agencies with an international agenda whose primary aim is the eradication of poverty and social exclusion through activities relating to international development, emergency relief, advocacy and development education.
2. European (not restricted to Member States of the EU).

The issue of European identity is of fundamental importance to the EU-CORD network. Whether or not an agency satisfies the requirement of having a European identity will be determined by a combination of the following factors:

   i. Minimum 25% of their funding derives from the European public and European Governments (so creating accountability within Europe)
   ii. Whether a majority of their Board members are European
   iii. Whether the organisation’s Head Office is situated in Europe

The decision as to whether a prospective member has adequately demonstrated a European identity rests solely with the members of EU-CORD meeting in the General Assembly.

3. Committed to
   - Christian ethics and values as shown in the organisation’s mission and vision statements
   - Helping other members to achieve best practice
4. Demonstrates a commitment to quality and accountability by:
   i. Signing the EU-CORD Statement of Quality Assurance which holds Members accountable to minimum standards in the delivery of development, humanitarian action and communications activities.
   ii. Presenting their approach to quality management

An independent organisation that is able to demonstrate that it:
i. maintains its own operations to address poverty rather than simply acting as a fundraising subsidiary of a parent organisation

ii. has its own independent governance structure (Board of Trustees or Directors)

iii. does not have exclusive agreements restricting its operations to a certain family that is not within the EU-CORD network

5. An agency that has other affiliations must accept that membership of EU-CORD is exclusive to itself and does not confer any rights on any affiliates. If any affiliated agency wishes to benefit from membership of EU-CORD, they must apply in their own right and on their own merit.

6. Has a good reputation among other EU-CORD members especially peer agencies from their own country.

**Leaving the Network**

If a member agency wishes to leave the network then;
- The member should give advance written notice of 1 year
- Subscription fees will still be valid for the notice period, either in full or on pro-rata basis as appropriate

**Quality Assurance**

We agree to adhere to the following standards in our work as appropriate:

**Development**

- *Istanbul Principles for CSO Development Effectiveness*
- *NDGO Charter: Basic Principles of Development and Humanitarian Aid NGOs in the European Union*

**Humanitarian**

- *Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief*
- Core Humanitarian Standard
  - *The Sphere Project: Humanitarian Charter and Minimum Standards*

**Communication**

- *Code of Conduct on Messages and Images, CONCORD*

We are committed to the principles of the following:

All activities of member organisations will, therefore, be undertaken with respect to these principles.

As members of EU-CORD, we recognise that to realise our goal of making a significant and recognisable contribution towards the eradication of poverty and social exclusion we must invest time and resources in promoting quality in our work. We have a responsibility to be informed about current good practice
in the sectors in which we work. As part of our membership of EU-CORD we make a collective commitment to becoming quality organisations providing evidence of:

- Quality in results
- Quality in processes
- Quality in monitoring and accountability
- Quality in relationships and communications

In this respect, we are each committed to learning from our work to ensure a process of continuous improvement in all that we do.

- Finding ways to share our learning with each other so that all members of the network have the opportunity to improve the effectiveness of their work
- Being accountable and transparent towards our beneficiaries, supporters, donors and staff.
- Providing mutual assurance to each other to ensure that the reputation of EU-CORD for manifesting quality in the work of its members is enhanced

Thus we ensure that our Christian ethos is outworked in a framework of good practice.

**Financial Administration**

The network administers two accounts: one for payroll, payment of subscriptions etc. and an account accessible to the Secretariat. Woord en Daad supports the Secretariat by taking on payroll and annual accounting functions. Information to calculate the fee is done on an annual basis, if no information is received then the calculation will be based on current figures.

**Reserves Policy**

An operational reserve of 50% of core costs is maintained to ensure that EU-CORDs core activities could continue during a period of unforeseen difficulty. It is at the discretion of the General Assembly to agree on the use of any remaining available reserve.

**Member Subscription**

Members pay an annual membership based on the following calculation:

*Calculate Members Average Income*

The average of each member over the last-but-one three years is calculated

Gifts in kind are included at 30% of their value

For income not in euro, the exchange rate is used as of January 1 for the calculation

*Calculate EU-CORD XX*

Take the total budget for the year

Subtract the Minimum and Maximum subscriptions (TB=Max and Mins)

Add up all the average income (AvInc) of remaining members to obtain Total Averages (TAs)
Av Inc \( x \) (TB – Max and Mins)

TAs

**Minimum and Maximum Amounts**

The minimum subscription is €500 and the maximum is €20,000 + 5% annual index (which cannot exceed the statutory maximum payment of €30,000)\(^2\).

A **Joining Fee** of €500 per year is charged to new members for the first three years of membership years in addition to the sub. This is for investments rather than running costs.

**Financial Accountability**

At the Spring General Assembly, the Treasurer presents the finalised account statement for the previous year. The strategic budget for the following year is presented during the autumn session.

**Budget Philosophy**

As a network, we seek to develop a budget that appropriately support Secretariat costs and which contributes to activities outlined in the strategic plan.

In principle, this means that:

- The core budget covers meeting costs for the Administrative Council. There is also a provision to cover travel and accommodation costs for Admin Council members in cases where a lack of finance is a barrier to participation.
- Costs for meeting events (venue hire, refreshments, speakers) can be subsidised from the core budget depending on the event and budget availability. Otherwise, costs will be shared by meeting participants.
- Participants cover their own travel, accommodation and meals costs.
- In specific circumstances, Secretariat travel costs will be additionally charged to an event participation fee or requested from specific Members.

\(^2\) If in Year 1 a member pays €20,000 then in Year 2 it would be €21,000 and in Year 3 €22,050 etc until the €30,000 is reached.
Engagement with other Networks and Campaigns

Renew our World
- Climate Campaign

Partnership on Religion and Sustainable Development
- Gender Equality and Empowerment / SDG 5
- Health / SDG 3
- Sustaining Peace / SDG 16
- Water, Climate, Environment / SDG 6, 13, 14, 15

CONCORD
- Funding: policy, instruments, access by civil society organisations
- Policy Coherence/Sustainable Development
- Inequalities
- Development Education
- Africa-EU Relations

VOICE
- Grand Bargain Task Force
- Resilience Working Group
- FPA Watch Group

IDDC
- Health
- European Union
- United Nations
- Inclusive Education
- Community Based Rehabilitation
- Disabled Peoples Organisations

Engaging with CONCORD
CONCORD is the European NGO confederation for Relief and Development. Its 28 national associations, 25 international networks and 4 associate member represent 2,600 NGOs which are supported by millions of citizens across Europe. By uniting, European development NGOs commit themselves to keep development co-operation high on the political agenda of advanced countries and the European Institutions in particular. European NGOs will continue to make institutions aware of how their economic and political choices impact on the most deprived countries.

Added Value for EU-CORD
The value to EU-CORD is predominantly around:
- Policy influence & access to EU institutions
• Information on funding (direction, training)

EU-CORD and CONCORD Membership

EU-CORD is a member of CONCORD which means that all EU-CORD members are able to participate in the work of CONCORD through that membership. Some Members are also represented through their national platforms. The approx. €6,500, fee comes from the core budget.

How CONCORD Functions

The work of CONCORD is defined by its members and is set out in the strategic plan. The CONCORD secretariat has a facilitating role with the ‘work’ being carried out by its members i.e. us! The EU-CORD secretariat prioritises participation in CONCORD working groups based on the EU-CORD strategy.

Engaging with VOICE

VOICE stands for Voluntary Organisations in Cooperation in Emergencies and is a network which represents 85 European non-governmental organisations (who are predominantly holders of an ECHO Framework Partnership Agreement). Its purpose is to influence EU humanitarian aid policy and practice by involving its members in advocacy, lobbying and common positioning. VOICE is the main NGO interlocutor with the European Union (including ECHO) on emergency aid, rehabilitation and disaster risk reduction.

EU-CORD and VOICE Membership

Members of EU-CORD benefit from reduced subscription fees through ‘family’ membership. EU-CORD contributes €1,000 from its budget and the remainder of the fee is allocated amongst the EU-CORD VOICE members as calculated by VOICE.

EU-CORD VOICE members are Mission East, ZOA, International Aid Services, Medair, Tearfund and PMU.

Ruth currently represents the network in the FPA Watchgroup and Steering Committee

Engaging with IDDC

IDDC (International Disability and Development Consortium) is an international NGO made up of 25 member organisations including disability and development organisations, mainstream development organisations and disabled peoples’ organisations (DPOs). IDDC aims to promote inclusive development on an international level, with a particular focus on promoting full and effective enjoyment of human rights by all people with disabilities living in poor communities in lower and middle-income countries. Inclusive development means respecting the full human rights of every person, acknowledging diversity, eradicating poverty and ensuring that all people are fully included and can actively participate in development processes and activities, regardless of age, gender, disability, state of health, ethnic origin or any other characteristic. IDDC’s work focuses on the inclusion of the disability dimension in development policy and practice. As an international network, IDDC’s focus is not exclusively on European institutions.

What does IDDC do?

IDDC has three objectives:
• To promote the inclusion of the disability dimension in all development policy and practice, as well as appropriate disability-specific approaches.
• To improve the practice of member agencies through collaboration and sharing of experience on policy and practice.
• To support exchange and learning about inclusive development through wide distribution of information, in particular between people and organisations in economically poorer countries.

**EU-CORD and IDDC Membership**

Disability inclusive development and humanitarian programming is a key principle of the network which is why EU-CORD is a member of IDDC. This means that all EU-CORD members are able to participate in the work of IDDC through that membership. The membership fee comes from the core budget. The Leprosy Mission International also has individual IDDC membership and Light for the World Netherlands has membership through the Light for the World Confederation.

**Criteria for IDDC membership are as follows:** commitment to IDDC values, beliefs and principles; strong commitment to the Social Model, Human Rights and Inclusion, as well as to collaborate with disabled people, DPOs, networks and all other stakeholders promoting a rights-based approach to development; promotion of Inclusive development through the work of the organisation.

**How IDDC Functions**

Members share work and experiences, learn from each other and the work of IDDC and develop collaboration at the annual General Assembly. Most IDDC work takes place in different task groups with different aims and target audiences. The bulk of IDDC’s work can be classified as follows:

**Policy and Advocacy Task Groups:**

• EU Task Group: Advocacy to make EU development policies and practices inclusive.
• UN Task Group: Influencing the UN, its agencies and Member States to make development policies and practices inclusive.
• Community Based Rehabilitation (CBR): Development of policy and practice.
• Inclusive Education: Promoting quality education for all through advocacy and sharing and learning on good practice.

**IDDC Task Groups and Engagement**

Connect to the working groups/newsletter via this link [http://eepurl.com/ghXN41](http://eepurl.com/ghXN41)

According to IDDC working practices, members may nominate a representative of their choice for a Task Group. This does not always need to be the same person. Many Task Groups communicate mainly via email and phone conference, with face-to-face meetings taking place once or twice a year. The location of Task Group meetings varies as they are hosted by Task Group members. In addition, Task Groups generally require members with particular expertise and/or field experience. For these reasons, it is not practical for the EU-CORD Secretariat to participate in many of the meetings. If EU-CORD members are interested in participating in Task Groups then they can do so, on the network’s behalf.
Engaging with Renew Our World Campaign

Renew Our World is a campaign that wants to mobilise and organise churches and Christians globally to work for a more just and sustainable world. The vision is a ‘restorative economy’, and the starting point is climate action. Renew Our World is run by a coalition and had 9 supporting organisations and networks from different parts of the world at its launch in March 2017. Tearfund (UK) is the lead agency at least for the first stage of the campaign, which is intended to be run several years.

How does Renew Our World work?

The campaign has three aims:

- To engage Christians in prayer and theological reflection about sustainability and justice issues
- To encourage Christians to adapt their lifestyles in a way that contributes to a more sustainable and just world
- To join wider civil society and to hold governments accountable in areas where they have committed to desirable policies, as the Paris Agreement, and to challenge them in areas where they haven’t

There is a global campaign that coordinates two ‘global moments’ each year (e.g. a prayer initiative in spring 2017 and ‘40 days of action’ in the run-up to the climate conference in autumn 2017). Beyond that there are national and regional campaign expressions in Africa, Europe, North America, Latin America, Asia and the Pacific.

EU-CORD and its involvement in Renew Our World

Renew Our World is made up of a consortium of members that pay membership fee and that can influence the strategic plan and operational implementation of the campaign by being represented in the leadership group and the steering committee. There is also the category of non-paying campaign coalition members, which EU-CORD is part of. These members are allowed to join working groups.

- Contributes to the campaign planning working group, which is responsible for planning ‘global moments’ and related resources
- Participates as a guest in the leadership group in the lead up to the UN climate conference in November 2017 in Bonn, Germany, and helps with the coordination of related events
- Shares relevant information with interested EU-CORD members and engages with them about potential future national campaign expressions

Depending on the future involvement of EU-CORD members (beyond Tearfund UK), EU-CORD might take a more coordinating role for regional advocacy elements of the campaign and might also reconsider its membership status.

Engaging with the Partnership for Religion and Development (PaRD)

PaRD brings together governmental and intergovernmental entities with diverse civil society organisations and faith-based organisations, to engage the social capital and capacities vested in diverse faith communities for sustainable development and humanitarian assistance in the spirit of the 2030 Agenda for Sustainable Development.
 Members of PaRD are governmental entities, intergovernmental entities and religious and value-driven CSOs that work together towards prioritized areas of work to engage the social capital vested in faith communities for sustainable development and humanitarian assistance. PaRD members meet at least once a year.

**Work Streams**

Currently there are three workstreams with a fourth under development:

- **Health/SDG3**
- **Gender Equality and Empowerment/SDG5**
- **Sustaining Peace/SDG16**
- Water, Climate and Environment / SDGs 6,13,14,15

**EU-CORD and its engagement in PaRD**

The network joined PaRD in January 2019. The network is interesting for EU-CORD because it brings together the SDG Agenda with a strong, global inter-faith perspective. Tearfund and World Relief Germany are members of PaRD in their own right. At time of writing, the Secretariat will represent the network at the governance level and will explore engagement in the Water, Climate and Environment workstream

**Engaging with SDG Watch Europe**

SDG Watch Europe is an EU level, cross-sectoral CSO alliance of NGOs from development, environment, social, human rights and other sectors. Its goal is to hold the EU institutions and Member State governments to account for the implementation of the 2030 Agenda for Sustainable Development (SDGs).

**What does SDG Watch work on?**

SDG Watch Europe has formed four work strands:

1. Strand One: Joint high-level advocacy and policy coordination for ambitious and integrated EU SDG implementation
2. Strand Two: Monitoring, accountability and review of European SDG implementation across all sectors
3. Strand Three: Engaging CSOs and citizens – at local, national and EU level
4. Strand Four: Innovating, Reflecting, Experimenting and Learning together

Other than CONCORD, SDG Watch is putting a stronger emphasis on EU domestic policy areas and environmental sustainability while working for the implementation of Agenda 2030 as a whole. That is also reflected in its broader membership that goes beyond the development sector. SDG has also a stronger campaigning and mobilising approach. Nonetheless, there are areas of overlap with CONCORD’s mandate.

**EU-CORD and SDG Watch Membership**

EU-CORD has become an official member of SDG Watch in 2016. There is currently no membership fee, but this might change in the future..
Membership Agreement

Being member-led the value of the network aims to link people together, developing trusting relationships. But this relies on:

- Voluntary participation and commitment of members
- The input of resources by members for the benefit of all

The network is defined by the quality of its relationships and the degree to which Members co-operate, helping each other to establish good practice and quality in all areas of work. This goal will be achieved in a spirit of servant-hood, strengthening and supporting each other while respecting each agency’s specific identity. The network is committed to working according to Christian ethics as well as promoting integrity, accountability and a professional standard of work that remains rooted in compassion. The network is inclusive in its approach and we stand alongside those who campaign for social, economic and environment justice.

As a member of EU-CORD we:

- Contribute to the development and outworking of the EU-CORD vision through the theory of change and strategic plan
- Abide by the Statutes, Members Guide and other internal rules setting out how the network functions
- Participate in, and abide by the governing decisions of the General Assembly
- Actively participate in the work of the network
- Share knowledge and expertise
- Uphold the values of the network
- Strive to uphold each other in prayer and offer mutual support

These are presented in the following documents which form an integral part of the covenant package:

- EU-CORD Theory of Change
- Strategic Plan
- Members Guide (internal rules)
- EU-CORD Statutes
- Data Protection Policy

As EU-CORD members we collaborate in the following 3 main areas:

1: Sharing Knowledge

We are improving practice and capacity. Ours is a rapidly changing sector in which there is a continual drive for improvement. As we deal with increasing amounts of complexity, we find that by sharing openly of our different areas of expertise we can help each other to develop.
2: Mobilising Resources

We are making an impact. We aim to make the most of the opportunities that exist for project funding and joint programming. We do this by sharing information on funding available from institutional donors, foundations and the private sector – identifying what we can do together to bring scale, expertise and impact.

3: Influencing Change

We’re influencing change. If we want to achieve our vision of a world without poverty, then we need to tackle the structural issues that contribute to exacerbating inequalities in our world. We want to see change, and we believe that change is possible. We work in partnership with others who are advocating for global social, economic and environment justice. As well as building the capacity of local partners to work on advocacy issues in their contexts.

EU-CORD members bear a responsibility to act as ambassadors for the network in terms of their general conduct when engaging with, or on behalf of, the network. The content of communication and representation, in its various forms, should be appropriate and in-line with our values.

In signing this covenant, you also give consent for the Secretariat to collect and use organisational and personal data for the legitimate interest of facilitating the work of the network as set out in the data protection policy. This includes but is not limited to:

- Transmission of personal data within a group of undertakings for internal administrative purposes, including client and employee data
- Communication activities
- Linking members together for common work
- Responding to public enquiries
- Facilitation and administration of network events

Members also agree to take a principled and common-sense approach to sensitive information shared internally. This includes but is not limited to strategic approaches; meeting minutes/reports; presentations and information requests.

The covenant recognises that for everything there is a season. If the organisation no longer wishes to be a part of the network, a minimum notice period of 1-year will be given.